

APPENDIX A

St Edmunds Children's Home
Statement of Purpose

meeting individual needs and improving outcomes for young people

whatever it takes...

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1. INTRODUCTION

The Service Provided

St Edmunds Children's Home provides residential care for young people who are unable to continue living with parents/carers or extended family; when there has been a foster placement or adoptive breakdown; and when residential care is deemed a positive option.

The home accommodates a maximum of six young people who are experiencing emotional and behavioural difficulties resulting from trauma and attachment disorder[s]. Young people may be of either gender and aged 12-17 years on admission.

Statutory and Regulatory Requirements

This Statement of Purpose is written in accordance with the following statutory and regulatory requirements:

- The Children's Homes Regulations and Quality Standards 2015
- Inspection of Children's Homes: Ofsted Framework for Inspection 1.4.2015
- Children and Families Act 2014
- Children Who Run Away or Go Missing from Care 2014
- Staying Put 2013
- Making Not Breaking: Building Relationships 2015
- Working Together to Safeguard Children 2013
- Charter for Care Leavers and The Care Leavers Data Pack 2013
- The Children's Home Regulations 2001 [Amended 2011 and 2013]
- The Care Standards Act 2000
- The National Minimum Standards 2011
- The Children Act 1989 [Amended 2011]
- Improving the Educational Achievement of Children in Care 2010
- Care Leavers Regulations 2010
- Planning Transition to Adulthood for Care Leavers 2010
- Securing Sufficient Accommodation for Looked After Children 2010
- Safeguarding Children and Young People from Sexual Exploitation 2009
- Promoting the Health and Well-Being of Looked After Children 2009
- The Children and Young Person Act 2008
- The Children Leaving Care Act 2000
- The United Nations Convention on the Rights of The Child 1989

Aims and Objectives

St Edmunds aims to provide a safe, nurturing, caring and homely environment which is a secure base where young people feel that they belong, underpinned by the following best practice objectives:

- To provide good parenting which is aspirational and ambitious for the young people we look after.
- To practice multi-agency collaborative working which places the young person at the centre and is focused on providing individualised care to meet the assessed needs of young people; tracking their journey/progress in improving outcomes.
- To provide a high quality of care based on the principles of Therapeutic Parenting and inherent anti-discriminatory practice.
- To provide the care, stability and support that young people need to establish good self-esteem, self-confidence, self-respect, self-management and resilience; enabling them to achieve their goals and dreams, and reach their full potential.
- To prioritise/promote the education and emotional health and well-being of young people.
- To work in partnership with young people and their families.
- To prepare young people for transition, independence and successful adulthood.
- To value difference and diversity and promote a philosophy of high quality care based on rights, respect and valuing young people through commitment to listening/hearing; and ensuring that their authentic voice is heard and truly influences practice.
- To ensure that young people have the opportunity to experience ordinary everyday life in a positive way eg. sleep-overs, help with homework, celebrating successes, a restaurant meal or takeaway, movie nights at the cinema or at home, friends for tea etc.

Values and Principles

St Edmunds will promote best practice based on the following six Core Values → Privacy, Dignity, Independence, Choice, Rights, and Fulfillment:

1. Privacy

- Young people will have their own room and key. This will ensure that they have access to their own space and alone time; and have a safe place for their personal possessions, valuables and medication. Each room will have a lockable facility to store personal belongings.
- Staff will not enter a young person's bedroom without their consent unless there are serious health and safety concerns including risk of harm

to self or others; which requires staff to have immediate access. A policy statement is in place regarding this principle and contracts are agreed with individual young people.

- Information about all young people will remain confidential, unless 'need to know' information sharing is deemed necessary to ensure that young people are safeguarded and protected. Information about one child will not therefore be disclosed to another.
- Young people will have access to a telephone to make private/personal calls.

2. Dignity

- The home will promote an everyday culture of dignity, respect and positive relationships.
- Staff will be aware of each young person's racial, cultural, religious, linguistic and dietary needs. The home has information about the various cultural, religious, dietary and other black and ethnic minority services in the local area.
- The techniques for managing children's behaviour are based principally on reinforcement and reward, avoiding punitive measures and reducing the need for physical intervention in response to negative behaviour[s]. The principles of restorative justice/practice will help young people to empathise with the experience of others, learn from their mistakes and poor choices/decision making and modify their behavior[s] accordingly.

3. Independence

- A holistic approach to developing life skills and preparing for independence will form an integral part of the care and support provided; with clear individual Care Plans or Pathway Plans that help young people to achieve individually defined outcomes through multi-agency collaboration.
- The home provides a living environment and operational culture which encourages the development of self-confidence linked to growing independence which allows young people appropriate opportunities to take some 'real life' calculated risks.
- Each young person is able to access and record in their own personal file.

4. Choice

- Staff will always hear the voice of the young person and truly value their wishes and feelings.
- Young people are supported and encouraged to contribute to decision making which affects their lives, including their Care Plan or Pathway Plan.
- Young people are given choices whenever possible and actively encouraged to share their views and influence the day-to-day routines and practices within the home through a variety of means including: attending young

people's meetings which are held monthly; expressing food preferences and contributing to menu's and shopping lists; participating in the development of daily and weekly activity programmes.

5. Rights

- St Edmunds is committed to promoting and upholding the rights of the young people accommodated, underpinned by the *United Nations Convention on the Rights of The Child* and forming the cornerstone of the home's philosophy.
- Rotherham has an active Children's Rights Service for looked after children named 'Right 2 Rights' which operates independently of the local authority. This team has regular contact with the young people at the home and provides support and information regarding rights, advocacy and making complaints.
- A Young Person's Brochure designed with the assistance of young people and the Right2Rights team provides details on the rights of young people, including guidance on how to influence decisions about their life/future, privacy and confidentiality, and access to a telephone and personal mail.

6. Fulfillment

- The care planning and review process is used to track the changing needs, progress and improving outcomes of young people; maximising their life chances and supporting young people to be the best they can be.
- St Edmunds actively promotes positive and lasting relationships in the spirit of *Making Not Breaking: Building Relationships 2013* [including appropriate family contact as agreed in the Care Plan for each young person].
- Young people are given the opportunity to actively influence and engage in the planning and the delivery of services provided for them.
- Young people are regularly consulted and given the opportunity to participate in or spectate at sporting, cultural and recreational activities; and to pursue their interests and hobbies, either in groups or individually. The home has a designated Activity Co-ordinator with responsibility for gathering information about local and national amenities, events and places of interest; who also assumes responsibility for arranging holidays, activities and trips.
- Where young people are already active members or attenders of an activity, staff at the home will do everything within reason to support and maintain this.
- Staff at the home will give careful and serious consideration to safeguarding and protection in relation to young people's access to the internet, social networking, computer games, movies and music. The

management of related risks will form part of individual Care Plans or Pathway Plans.

Accommodation and Local Amenities

St Edmunds is located in Thurgroft, a village on the outskirts of Rotherham. There are many local shops nearby and shopping/entertainment outlets in Rotherham, Doncaster and Sheffield are accessible.

The home is a large detached property which comprises of a family kitchen, a comfortable living room, a conservatory, a laundry room, an office, two bathrooms, a shower room and eight bedrooms. Each young person has their own bedroom and staff members who are sleeping in use the remaining two bedrooms. There is an additional kitchen for young people engaged in independence training to use.

The property has a front and rear garden providing space for outdoor activities such as badminton, picnics and barbecues. Young people are encouraged to look after the garden and grow fruit and vegetables.

The house is furnished and decorated to a high standard to create a homely environment comparative to any conventional family home where young people are respected and valued; loved, nurtured and cared for; and supported by good parents to reach their full potential and achieve self-actualisation and self-fulfillment **whatever it takes...**

2. CARING FOR CHILDREN

Range of Needs

St Edmunds is a registered residential children's home registered with Ofsted to provide long-term care and support to meet the assessed needs of children and young with emotional and behavioural difficulties resulting from trauma and attachment issues.

Referral and Matching

The Children's and Young People's Service holds a fortnightly Multi-Agency Support Panel [MASP] which deals with all placement requests. The Panel is chaired by a senior manager and has a multi-disciplinary management membership including representatives from Adult Services, Health, CAMHS, Youth Offending, Commissioning, Local Authority Placement Services and Elected Members.

All placement requests should be approved at MASP prior to Social Workers making a Referral; or at the next Panel when urgent referrals are agreed by relevant Senior/Service Manager[s].

The referring Social Worker will liaise with the Registered Home Manager and provide accurate and up to date information within two days of matching. This should include assessment of need, risk assessments, key reports, the Care or Pathway Plan and the Chronology for the young person.

The Registered Home Manager will review the information provided, discuss the young person with the Social Worker and consider whether the home is able to meet the needs and improve the outcomes of the young person who has been referred. This consideration will be in conjunction with assessing whether placing the young person referred will affect the young people who already live at the home; and ensuring that this would not jeopardise their progress or increase their vulnerability.

The Registered Home Manager will decide whether the referred young person is a match or not within three working days of receiving full information as detailed above; and inform the Social Worker and/or relevant senior manager[s] of this decision and its rationale. Whilst subsequent professional queries, discussion and challenge may be appropriate, the final decision with regard to matching sits with The Registered Home Manager.

Where the young person who has been referred is matched to the home, admission will usually be planned over a period of seven to ten days and usually include the young person visiting the home and staying overnight in advance of moving in. The home does not take emergency admissions. A definite seven day planned admission plan with at least one visit prior to moving in may be agreed by The Registered Home Manager where this meets the specific transition needs of the young person.

Admission

Young people will receive a caring, warm and nurturing welcome to their new home and staff will be aware of how scary the experience is likely to be; and be sensitive and compassionate to this.

A Placement Planning Meeting will be held within the first seventy-two hours post placement; in order to consolidate the Care Plan or Pathway Plan for the young person and ensure multi-agency collaboration in achieving this. The first Statutory Review must take place within four weeks of admission.

A Young Person's Guide will be provided to all young people on admission and the contents explained to them based on age and understanding. This will include information about the home and what is provided, and outline daily routines and expectations. It will also explain how to make a complaint and give contact

details for the young person's Independent Reviewing Officer, their Social Worker, Right 2 Rights [looked after children's rights and advocacy service], Ofsted and the Children's Rights Director.

Care Planning/Review...Meeting Needs and Improving Outcomes

Meeting assessed needs, tracking progress and improving the outcomes of young people will inform individual Care Plans or Pathway Plans. These will be subject to Statutory Reviews which young people will be supported to attend and/or contribute to. Plans will be 'live documents' that provide accurate and up to date information that informs professional practice.

Staff at the home will complete a formal written report of young people's progress each month and this will be shared with the Social Worker or Personal Advisor for the young person.

Young People's Rights

St Edmunds is committed to promoting and upholding the rights of the young people at the home. Practice is underpinned by the principles and values outlined in the *United Nations Convention of The Rights of The Child* and through supporting young people to thrive through achieving the *Every Child Matters* five outcomes → Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution and Achieve Economic Wellbeing:

1. Be Healthy

Young people have the right to good quality health assessment and health care, including sexual health and emotional health/well-being. Staff at the home will actively promote, encourage and support young people to achieve a healthy lifestyle by:

- Registering young people with GP, dentist and other individually relevant services such as the opticians.
- Ensuring that Health Assessments are completed in a timely manner and that good health records are maintained.
- Promoting healthy lifestyles, for example providing a healthy and balanced diet, and encouraging/facilitating healthy activities such as cycling, swimming etc.
- Enjoying good physical and mental health and living a healthy lifestyle.
- Discouraging smoking, alcohol and/or substance misuse and collaborating with relevant support services to work directly with young people to reduce such unhealthy activities and associated risks.

2. Stay Safe

Young people have the right to be safe and protected from harm and neglect and the managers and staff will ensure this through:

- Good Risk Assessment and referral/matching processes for all young people considered for admission.
- Robust implementation of the Missing from Care Protocol.
- A zero tolerance approach to child sexual exploitation; with a clear approach to prevention, raising awareness and understanding, effective risk management and supporting affected young people [including emotional support].
- A management and staff team fully trained in keeping young people safe from harm.
- Therapeutic Parenting and a positive approach to behaviour management that focuses on positive reward and reinforcement and uses de-escalation to avoid crisis.
- Supporting young people to develop skills to self-assess risk and to make safer choices and decisions.

3. Enjoy and Achieve

Young people have the right to positive experiences that will enrich and improve their life chances. At St Edmunds young people will:

- Be supported to get the most out of life and developing skills for adulthood.
- Have access to education/learning, training and employment; and opportunities to participate in positive activities they enjoy will support personal growth.
- Be provided with a lap top for each young person to assist with education and learning.
- Be provided with opportunities for each young person to participate in leisure activities and pursue their hobbies and interests.

4. Making a Positive Contribution

Young people have the right to make a positive contribution in life and will be empowered to do so through being supported in:

- Expressing their views wishes and feelings, and influencing decisions about their own lives.
- Attending or being represented at their Statutory Reviews and being actively involved in completing their own Care or Pathway Plan; individual

Risk Assessments and Behaviour Management Plans; and their Health and Personal Education Plans.

- Participating in meetings with other young people where they can contribute to the running of the home, planning activities etc.
- Participating in representative groups such as the Looked After Children Council or the Youth Council.
- Achieving self-confidence, self-dependence and becoming successful adults who have positive contributions to make to their community and to society as valued citizens.

5. Economic Wellbeing

Young people have the right not to being prevented from achieving their full potential through economic disadvantage and will be assisted in developing skills required to:

- Engage in further education, employment or training; and developing enterprising behaviour and the ability to aspire and plan for the future.
- Manage financial and money matters including bank accounts and savings.
- Managing personal budgeting and household finance.
- Be employable through development of relevant skills such as completing application forms and CV's, interview techniques, confident and competent personal presentation, effective communication, good self-management and good time management.
- Be independent through access to transport.

Safeguarding and Protection [including child sexual exploitation, missing from care and bullying]

The staff team at St Edmunds manage safeguarding and protection within the framework of Working Together to Safeguard Children 2013, complemented by Rotherham Safeguarding Children Board Procedures 2014.

Specific procedures for children's homes are contained within the Residential Service Children's Homes Policy and Procedure Manual. This is available electronically and a hard copy is available in the home.

All staff will receive the following mandatory safeguarding training on:

- Safe Care
- Child Sexual Exploitation
- Child Exploitation and Online Protection [CEOP]
- Missing from Care
- Anti-Bullying
- Managing Racial Abuse or Harassment

Anti-Bullying

Practice is informed by a robust Anti-Bullying policy which has been developed in collaboration with young people and partner agencies; with best practice based on *Safe from Bullying in Children's Homes 2009*.

Key areas of the policy include the following:

- Definitions of Bullying
- Prevention
- Risk Assessment and Behaviour Management
- Recording and Reporting

Missing from Care

Rotherham has clear procedures and practice guidance which all staff follow in regard to young people who are absent without authorisation, who have absconded or who are deemed missing. These procedures are based on national DfE guidance; and on regional and local Missing from Home or Care Protocols as detailed below:

- The Runaway's Action Partnership [RAP] is a regional group including Rotherham, Barnsley, Doncaster and Sheffield local authorities working collaboratively. Local Protocols outline procedure and practice guidance on managing young people who are absent without authorisation, who have absconded or who are deemed to be missing [definitions can be found within the policy document].
- The Protocol sets out the requirement to assess each missing young person's level of risk and procedures for liaising with the police, planning Strategy Meetings and when to escalate the status of the missing young person which may include involving other key agencies and contacting the media.
- Collaboration with safe@last who undertake independent return interviews with young people following missing episodes and provides ongoing direct one to one support.

Surveillance

- An alarm system on the front door with sounders placed in the staff sleeping in rooms in order to monitor the opening of the door at night.

Child Sexual Exploitation

Where young people are at risk of or are experiencing sexual exploitation; the home will work collaboratively with the following agencies/individuals in order to effectively safeguard/protect and support those young people affected:

- Rotherham Local Safeguarding Children's Board
- The Local Authority Designated Officer
- The Child Sexual Exploitation Team [multi-disciplinary]
- The Looked After Children Therapeutic Service

- The Child & Adolescent Mental Health Service
- The Police [including the Missing Person's Officer]
- Education [including The Virtual Head and Looked After Children Designated Teachers] and Health services [including the Looked After Children Designated Nurse, General Practitioners and hospitals].
- Right2Rights [Rights and Advocacy Service for Looked After Children]
- safe@last

Voice and Influence

Central to the ability to deliver high quality care is regular and effective consultation with young people.

Residents meetings are held at least monthly and discussion is recorded. This provides young people with an opportunity to discuss in a group setting any issues affecting them. Young people are encouraged to attend staff meetings and given the opportunity to feedback from their meeting and share their views, issues and concerns and get a response.

Each young person has a Lead Keyworker supported by two additional Key Workers who are jointly responsible for planning their day to day care; assessing risk and offering one to one support. This team approach ensures that young people have consistent care, support and representation. Key Worker time is an opportunity for young people to comment on all aspects of their care from day to day plans and Risk Assessments to general operations or boundaries within the home such as tea time, how to decorate a room, what soft furnishings to buy, food to be purchased and bedtimes.

Complaints

Rotherham Metropolitan Borough Council operate a Complaints Service which is responsible for co-ordinating and monitoring the complaints process for Children and Young People's Services. This includes recording, monitoring and reporting performance related to responding to comments and complaints. The manager and staff at St Edmunds have access to on-line training regarding the complaints procedure as well as support and advice via the dedicated manager.

The Complaint Procedure is shared with young people as part of the admission process. Literature is given at the time of the explanation and copies are available. Staff at home respect the right for young people to complain and seek independent advocacy.

Young people and their parents/carers can also make representation to Ofsted at the following address:

Ofsted

Piccadilly Gate
Store Street
Manchester
M1 2WD
Telephone 0300 123 4666

Preparation for Independence

Growing independence is an integral part of the early developmental stages of childhood; defined by physical, emotional, and cognitive milestones which provide the foundation for interacting in/with the world. In later childhood and in adolescence when young people are experiencing further developmental changes, critical transitions and entering adulthood; staff will provide individually appropriate levels of support and guidance that young people need to become successful, independently functioning adults.

Individualised planning and daily life experiences whilst living at the home will provide young people with a strong platform for this challenging journey; thus empowering them with the life skills they need. These include good self-esteem and the ability to manage emotions; self-reliance and resilience, developing positive and lasting relationships, problem solving and knowing how to get help; making safe and positive choices/decisions; self-belief and being aspirational and ambitious in their goals and dreams.

Supporting Cultural, Religious, Linguistic and Identity Needs

The home recognises the importance of meeting the cultural, religious, linguistic, and identity needs of young people; and will support/reinforce these needs through the care provided.

Emphasis is placed on all carers having undertaken Equality & Diversity training and having a willingness to research/learn about other cultures to gain a greater awareness and understanding which will inform practice.

The home promotes the young person's right to practice and follow their chosen religion or form of worship. Carers will actively encourage the exploration of religious and cultural issues. Members of the team who themselves may be practising a particular form of worship will not unduly impose their own beliefs on young people.

Promoting Contact with Family and Friends

Young people who are looked after will undoubtedly have experienced trauma and attachment disorder[s] which will directly affect their emotional health and

well-being and their ability to form trusting relationships, particularly with adults. The young person must be at the centre of promoting and supporting positive appropriate contact consistent with their Care Plan; which helps them to understand their place in the family and strengthens their sense of identity, self-worth and belonging.

Contact between young people and parents or siblings will be encouraged and facilitated unless this is not in their best interest. Staff will always seek advice from the young person's allocated social worker and their Team Manager. Decisions relating to contact should be set out in the young person's Care Plan, Placement Plan or Pathway Plan.

On occasion staff may be asked to be involved in facilitating Supervised Contact. If this is required the Social Worker must agree arrangements with the Registered Home Manager.

3. CHILDREN'S BEHAVIOUR

Promoting Positive Behaviour

A Positive Behaviour Management Policy guides the practice of all staff working at St Edmunds

Staff will work in partnership with young people to develop a culture of valuing others and promoting respect and tolerance. Positive behaviour will be acknowledged, praised and celebrated; and staff will ensure that this is recorded and reported.

St Edmunds places a great deal of importance on building quality relationships and understanding between staff members and young people. Staff will encourage young people to devise ways of dealing with conflict and emotional anger in positive/constructive ways and to talk through such feelings with staff members and relevant others.

Young people are encouraged to participate in developing a nurturing environment in which they feel safe and secure.

Physical Intervention

The overall philosophy in the home is to ensure that physical intervention is only be used as a last resort to prevent harm to young people or others or to prevent serious criminal damage. The method of positive intervention used is Team Teach, where there is an emphasis on 95% diffusion/de-escalation techniques in

dealing with challenging behaviour. Training is provided to our staff team to ensure this.

Where reasonably practical, a written report will be completed within 24 hours of any incident involving physical intervention by staff involved. The report will be reviewed by The Registered Home Manager and shared with the Social Worker.

Incidents will also be recorded in the Incident Log and the record of restraints. All Schedule 5 defined Significant Incidents must be reported to Ofsted.

Staff will be supported by a manager following any physical intervention to debrief at the earliest opportunity.

Records are available for monitoring and inspection by senior managers, the Regulation 44 Visitor and Ofsted.

Incentives and Sanctions

Guidance on the use of sanctions is part of the Induction training for all staff. The Registered Home Manager undertakes weekly monitoring of sanction records to review practice decisions and their appropriateness/effectiveness. The sanctions will be approved or challenged by the manager and this decision will be shared with the staff member who implemented the sanction and with the rest of the team via the Team Meeting and/or Supervision.

4. EDUCATION

Prioritising/Promoting the Educational Attainment of Young People

St Edmunds work within the Local Authority's policy regarding the education of looked after children. In-house guidance based on this policy provides practice principles. The home has high expectations and is aspirational with respect to the educational attainment and learning needs, and the employment and training requirements of young people, including those with special educational needs.

All looked after children must have a Personal Education Plan which outlines their educational/learning needs, aspirations and progress; from training courses to mainstream school; from sixth form to university; from career development to continuous life learning.

Personal Education Plans must be subject to regular review and update; and be a 'live document' that has a positive impact on the young person's educational journey.

The primary aim is to ensure that young people are receiving good quality full-time education; and where this is not possible, have access to a minimum of 25 hours per week with a plan in place to increase this back to full-time education/learning.

Young people at the home have access to educational resources and are provided with a lap top to support learning. The team will manage appropriate access to the internet based on Child Exploitation Online Protection training, including supervised access where this is required to keep young people safe.

Staff will attend Parent's Evenings, support young people to complete their homework and revise for exams. A good parenting approach to meeting educational needs will underpin all practice and staff will do **whatever it takes...**

Educational Provision

Wherever possible, the manager and staff at the home will ensure that the educational needs of the young person are fully considered prior to their admission.

The home will work hard to ensure that young people experience minimum disruption to their education. It is recognised that it may be necessary to enable young people to continue attending their current school, for example, young people may be at the critical Key Stage [particularly Key Stage 4, Year 11] in their education and/or their school may be an important 'anchor' provides stability.

As the home provides long term care, where appropriate/feasible, young people will be enrolled in a local school. However, the quality and the ability of the school to meet the young person's overall educational needs will take precedence over locality.

For some this will be mainstream school provision but others will attend a specialist education provision.

Young People Excluded from Education

On occasion a young person accommodated at the home may be excluded from an education provision. In this event staff will work collaboratively with the Social Worker or Personal Advisor, the relevant education provision and the authority's Virtual Head-teacher; to manage a positive and expedient return to education.

During the period of exclusion staff will maintain close contact with the education provision to ensure that appropriate/relevant education continues during the period of exclusion.

5. HEALTH

Access to Primary Health Care

Young people will be registered with a local General Practitioner, dentist, optician and any other health services required within two weeks of being placed. If the young person has immediate health issues, the NHS Help-Line or Walk In service will be utilised in the interim.

Young people will be supported to attend appointments, including youth clinics or their own GP regarding contraceptive and sexual health issues.

Medication and Administration

The administration of medicines is carried out in accordance with the department's Medication Policy. Medications are held in a lockable medical cabinet and detailed records are held.

Self-medication will require individual and comprehensive assessment of competency and risk; and will be regularly reviewed/recorded.

Substance Misuse

Smoking, alcohol and/or substance misuse will be strongly discouraged and staff will collaborate with relevant support services to work directly with young people to reduce such unhealthy activities and the associated risks.

The home has educational and informative materials which young people can access.

Therapeutic Input

St Edmunds is supported by Rotherham's Looked After and Adopted Children's Therapeutic Support Team. This is a multi-disciplinary team specialising in therapeutic intervention with children and young people; to support their emotional health and well-being.

The home is supported by a dedicated member of the team who works with carers in respect of therapeutic input into Care Plans and Risk Assessments for individual young people. Regular joint working meetings provide the opportunity for reflective review of practice, impact on outcomes and review of individual plans.

The team also delivers regular training including Trauma and Attachment, Therapeutic Parenting, Child Sexual Exploitation and PACE - Playful, Accepting

Curious, Empathic [Dan Hughes]; and are available for advice and guidance when necessary.

Young people with serious and complex mental health needs will be referred by the team to the Child and Adolescent Mental Health Service [CAMHS] for assessment.

Access to Additional Health Services/Support

The home is also supported by a range of other health care professionals including:

- A Dedicated Nurse for Looked After Children
- Clinical Psychologist for Looked After Children
- Child and Adolescent Mental Health Service [CAMHS]
- Advisers from Drug and Alcohol Services

6. STAFFING MATTERS

Safe Recruitment

All staff are recruited in line with the Warner recommendations, ensuring that the Disclosure and Barring Service [DBS] enhanced checks are completed prior to commencement in post.

All staff are required to repeat this process every three years. Registered Home Managers must have sight of Certificates and retain Certificate Numbers.

Staffing Structure

The Registered Home Manager is responsible for the day to day running of the home. In the absence of the Registered Home Manager, the Deputy Manager will assume management responsibility.

The staff team is structured as follows:

- Registered Home Manager [37 hours]
- Deputy Managers x1 [37 hours]
- Senior Residential Care Workers x 3 [37 hours]
- Senior Residential Care Workers x 3 [24 hours]
- Senior Residential Care Workers x 2 [16 hours]
- Residential Care Worker x 4 [24 hours]
- Domestic Assistant [20 hours]

Staff Induction

All new staff will complete an Induction Programme within six weeks of commencement of employment. Following the six month probationary period, those staff who have not completed the Level 3 Children and Young People's Workforce Diploma, will be registered to do so. Completion will be required to maintain employment.

The Induction Programme for new staff members includes an initial period of working alongside an experienced member of the staff team as well as training on essential health and safety issues including Fire Safety, Child protection, care planning and administration/record keeping.

Staffing Rota

The staff Rota must be fair and equitable, and ensure that the minimum number of staff required are on duty at all times. The following staffing arrangements relate to cover for both the home and the semi-independent accommodation:

- One Senior Residential Care Worker, One Residential Care Worker and either the Registered Home Manager or Deputy during office hours.
- One Senior Residential Care Worker and Two Residential Care Workers in the evening.
- One Senior Residential Care Worker and Two Residential Care Workers at weekends.
- One Senior Residential Care Worker and One Residential Care Workers sleeping in.

These staffing levels may be reduced within the home when there are less than six young people placed..

The Registered Home Manager will ensure that a sufficient number of staff are on duty.

There is an identified lead person on duty at all times of the day and night. This person is responsible for the leadership and management of the shift [morning, evening and night].

When required to meet individual need the manager may make amendments to the Rota to incorporate 'waking night' staff or additional staff at critical times in line with the young person's Care Plan.

Additional management support is provided by a senior manager who is on call 'out of hours'.

Supervision and Personal Development Reviews

All staff working at St Edmunds receive formal, planned Supervision from their line manager or other appropriate member of the senior team for a minimum of 1-1 ½ hours each month.

Each member of staff has a Supervision Agreement with their Supervisor and both parties have responsibility to ensure that Supervision is constructive and relevant.

Supervision generally embraces four broad areas → Support, Development, Representation and Quality Assurance:

1. Support

The opportunity for the member of staff to air concerns and anxieties and be provided with guidance, reassurance, encouragement and advice, to empower them to do their work effectively.

2. Development

The opportunity for training and learning needs to be identified and allow strategies for meeting these needs to be agreed. Training may take place in Supervision, within the workplace or be provided externally depending on the need identified.

3. Representation

The opportunity for the member of staff to contribute to the agenda for Supervision and share ideas regarding improving the service provided.

4. Quality Assurance

The opportunity for the member of staff and manager to discuss and record quality of all elements of practice and workload, and where adherence to and knowledge policy and statutory guidance is discussed and assessed.

The Purpose of Supervision

- To monitor safe and effective practice in accordance with the policies and procedures of Rotherham Metropolitan Borough Council, the *Children Act 1989* and the *Care Standards Act 2000*.
- A core aspect of Supervision is the exploration of the team member's relationship with the young people; and the Key Worker role in order to ensure day-to-day tasks are being completed appropriately and efficiently and care planning meets individually identified needs.
- To assure service users and their parents/carers that the Department is accountable for local core practice.

Supervision of Agency Staff

The home occasionally uses staff from a recruitment agency who also receive Supervision on a monthly basis.

Qualifications and Experience

St Edmunds is committed to ensuring that all staff are appropriately qualified in accordance with the *National Minimum Standards*.

The details relating to the relevant qualifications and experience of the Registered Individual, The Registered Home Manager and the staff team can be found at Appendix A.

Training and Development

St Edmunds promotes a learning environment of continuous improvement to ensure that the team is confident/competent and appropriately trained to meet the needs of young people.

Mandatory training for all staff includes the following:

- Child Protection/Safeguarding [annual refresher]
- Child Sexual Exploitation
- Team Teach Positive Behaviour Management
- First Aid
- Food Hygiene
- Safe Handling of Medicines

All members of staff attend training events and courses with a minimum of three full days training per annum. Staff are encouraged to access relevant post-qualifying and management training.

7. IMPROVEMENT PLANNING

Quality Management and Continuous Improvement

The Registered Home Manager will work with the staff team to engender a culture of quality management and continuous improvement; with particular focus on the quality of care provided, meeting individually assessed needs and improving outcomes for young people.

Changing workforce development needs should also be addressed, ensuring a confident and competent staff team who are able to meet the range of needs of all young people placed.

Annual Improvement Plan

The Registered Home Manager will complete/review an annual Improvement and Development Plan for the home.

This will be informed by feedback from young people and their parents/carers; staff in the home and other professionals; monthly internal quality assurance monitoring undertaken by the Operations Manager; the Local Authorities Children and Young People's Plan; and by Ofsted Inspection and Regulation 33 Visits.

8. REVIEW OF THE STATEMENT OF PURPOSE

This Statement of Purpose will be reviewed at least once annually, in accordance with *Standard 13.3 of the Children's Homes National Minimum Standards*.

9. APPENDIX

Appendix A

Qualifications and Experience

The Responsible Individual

Jane Parfremment started her career as a Social Worker and has more than 20 years experience of working in local government; predominantly with children, young people and family services. She became the Assistant Director of Safeguarding, Children and Families in Rotherham in 2014.

The Registered Home Manager

Shaun Scales has a wealth of social care experience. He has worked with young people with behavioural and emotional difficulties in Rotherham's children's homes since 1988. He became a Registered Home Manager in 2004.

Shaun has the following qualifications: Diploma in Social Work, HE Diploma and Diploma in Management (ILM).

Staff Team

POST	NAME	QUALIFICATIONS
Registered Manager	Shaun Scales	Diploma in Social Work, HE Diploma and Diploma in Management (ILM).
Deputy Manager	Glyn Brown	NVQ Level 4 Health and Social Care (children), NVQ Level 4 Management
Senior Residential Care	Mrs. Heather Smith	CSS and Certificate in

Worker		Education, NVQ4 and ILM4 in Management
Senior Residential Care Worker	Mrs. Diane Wellings	NVQ Level 3 Child Care
Senior Residential Care Worker	Mrs. Angela Nichols	Level 3 Diploma Children and Young Peoples Workforce
Senior Residential Care Worker	Ms. Suzanne Scott	NVQ3 Child Care
Senior Residential Care Worker	Mrs. Deborah Fisher	NVQ Level 3 in Child Care CMI Level 3
Senior Residential Care Worker	Mr. Quentin Holroyd-Doveton	Level 3 Diploma Children and Young Peoples Workforce
Senior Residential Care Worker	Mrs. Bev Blumenstock	NVQ Level 3 in Child Care
Residential Care Worker	Mrs. Coreen Anderson	NVQ L2 Health and Social Care. Undertaking Level 3 Diploma Children and Young Peoples Workforce
Residential Care Worker	Mrs. Cherie Gee	NVQ Health and Social Care. Level 3 Diploma Children and Young Peoples Workforce
Residential Care Worker	Mr. Otis Hinds	BSc Social Work, BSc Psychology. Undertaking Level 3 Diploma Children and Young Peoples Workforce
Residential Care Worker	Mr. Matthew Nichols	Level 3 Diploma Children and Young Peoples Workforce
Residential Care Worker	Ms Carole Bailey	Undertaking Level 3 Diploma Children and Young Peoples Workforce

CONTACT DETAILS

The Registered Provider

Rotherham Metropolitan Borough Council
Children and Young People's Services
Riverside House

Main Street
Rotherham
S60 1AE

Telephone: 01709 382121

The Registered Individual

Jane Parfremment
Director -Safeguarding, Children and Families
Riverside House
Main Street
Rotherham
S60 1AE

Telephone: 01709 823897

The Registered Home Manager

Shaun Scales
St. Edmunds Children's Home
Ofsted Unique Reference Number: SC033587

Telephone: 01709 543734

Note: In the absence of the Registered Home Manager, the role and responsibilities are assumed by Glyn Brown [Deputy Manager]

Right2Rights Service for Looked After Children

Riverside House
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S60 1AE

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Ofsted

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